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Record29 September 1986
OCA 86-3236

MEMORANDUM FOR: The Director
The Deputy Director
Executive Director
Director, IC Staff

FROM: Dave Gries

SUBJECT: National Intelligence Strategy

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Last year the Intelligence Community labored to produce a National Intelligence Strategy in response to a request from Chairman Durenberger. Although few in the Community were satisfied with the product, the Committee used the Strategy as a kind of umbrella under which to organize oversight. Conversations with Senators Cohen, Boren and others indicate that we will be asked to produce a similar product early in 1987. What follows are some thoughts on how and why we should produce a more useful document in 1987.

There are a number of reasons for taking a new look at the Strategy:

--The new two-year Defense Authorization Bill requires the President to report to the Congress on national security and foreign policy goals. There is value in folding a statement on intelligence strategy into this Congressionally-mandated requirement.

--Senators Cohen and Nunn and perhaps others have expressed dissatisfaction with what they perceive as a gap between the Community's budget presentation and statements of Community goals and strategies expressed during hearings throughout the year. A reworked Strategy can help close this gap.

--The Strategy can be used as the missing "front end" of the CBJB process.

--A reworked Strategy can become a tool that enables you to guide the Community towards your goals. To this end, the Strategy should be a first-person document.

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At the tabs are four attachments as follows:

--Tab A is my proposal for the outline of a reworked National Intelligence Strategy that takes account of the points made above.

--Tab B is last year's National Intelligence Strategy.

--Tab C is the table of contents from last year's CBJB.

--Tab D is DoD's 1986 Annual Report to the Congress. Part One of the DoD Annual Report was prepared by Graham Allison of the Kennedy School. I have borrowed some organizational ideas from it.

I envision a very lean paper, perhaps half or even a third the length of last year's Strategy. I have also taken the opportunity of including the ideas you are currently pushing in the Community.

One final point. I have organized the Strategy with an eye to supplementing or substituting it for the worldwide brief you present to Congress in January and February. You might consider using all of Part I (US Goals) and substantial parts of Part II (National Intelligence Strategy). Part I is largely unclassified and Part II could be sanitized easily to the Secret or lower level. Transforming the worldwide brief into a presentation of your Strategy would have the advantage of making a direct, personal presentation to the Committees that shape NFIP Authorization and Appropriations Bills. It would provide them with the framework within which to consider intelligence matters. With modification, it would also serve the needs of the Armed Services Committees as well.

Attachments

- Tab A. Reworked National Intelligence Strategy
- Tab B. Last Year's National Intelligence Strategy
- Tab C. Table of Contents of Last Year's CBJB
- Tab D. Table of Contents of DoD 1986 Annual Report to the Congress

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